

**DEPARTMENT OF THE TREASURY
FEDERAL LAW ENFORCEMENT TRAINING CENTER
GLYNCO, GEORGIA 31524**

FLETC DIRECTIVE (FD)

NUMBER: 64-00.A

Subject:

DATE: 02/18/81

Sunset Review:

PROBATIONARY PERIOD FOR NEWLY
APPOINTED MANAGERS AND SUPERVISORS

1. PURPOSE. This directive establishes and formalizes the policy prescribing a probationary period for newly appointed managers and supervisors at the Center.
2. SCOPE. The provisions of this directive apply to all staff personnel of the Center appointed to supervisory or managerial positions. Employees who, as of August 11, 1979, were serving or had served in Federal civilian supervisory or managerial positions, are exempt from the comparable probationary period requirement.
3. REFERENCES.
 - a. Civil Service Reform Act, PL-95-454
 - b. 5 U.S.C. 3321 Amended
 - c. Executive Order 12107
 - d. Federal Personnel Manual Chapter 315
4. BACKGROUND. The success or failure of the Center's programs is dependent to a large extent on the caliber of the Center's supervisors and managers. They require unique skills and abilities which cannot readily be learned or developed in other kinds of positions. The probationary period is intended to bridge the gap between the perceived potential and actual performance of the individual. It provides the Center with an opportunity to assess the new appointee's development on the job and to return an employee to non-supervisory or non-managerial position without undue formality should circumstances warrant.
5. DEFINITIONS. For the purpose of this directive the following definitions extracted from the Federal Personnel Manual will apply:
 - a. "Managerial positions" are those in which the incumbents direct the work of an organization, are held accountable for the success of specific line or staff programs, monitor the progress of the organization toward goals and periodically evaluate and make appropriate adjustments, and typically perform the full range of

duties and responsibilities enumerated in Federal Personnel Manual, Chapter 315, Subchapter 9-2.

b. “Supervisory positions” are those in which incumbents perform supervisory duties and responsibilities with respect to three or more employees (exclusive of “support employees”) to the extent that the positions are titled “supervisory” for classification purposes under the Supervisory Grade Evaluation Guide, or, if under the wage system, the Job Grading Standard for Supervisors. Supervisors perform a range of responsibilities enumerated in FPM Chapter 315, Subchapter 9-2.

6. POLICY. An employee must complete a probationary period of one year following the initial appointment of that employee to a supervisory position. Similarly, an employee must complete a separate probationary period for managers of one year following the initial appointment of that employee to a managerial position. In other words, an employee, who is appointed to a supervisory position and completes the one year probationary period, must complete another probationary period of one year for managers when appointed to a managerial position. An employee whose initial appointment is to a position which is both supervisory and managerial is required to complete a single probationary period of one year. Satisfactory completion of a probationary period in another federal agency fulfills the corresponding requirement above and the employee may not be required to serve another such probationary period at the Center.

7. REQUIREMENTS.

a. Applicability of the probationary period requirement to the individual as it relates to this directive is a Center determination. In the absence of records which clearly support an individual claim that he or she should be exempt from the requirement because of previous service in a supervisory or managerial position, the Center can require the individual to serve a probationary period. An employee who believes he or she has severed in a supervisory or managerial position as defined by this directive and who wishes to contest the Center’s determination may do so under the Center’s grievance procedure. By regulation, there is no right of appeal to the Merit Systems Protection Board.

b. Temporary service as a supervisor or manager immediately prior to the effective date of the probationary period requirement counts in the same way as service under a permanent appointment provided the individual was officially assigned to the position, e.g., a temporary appointment, promotion, or reassignment for a period in excess of 120 days. Service while on detail or in an acting capacity during the temporary absence of the regular supervisor or manager, does not count.

c. In order to prepare and equip new supervisors and managers for the demands of the job, the Center will consider the training needs of each employee assigned to such a position and may provide, within budgetary limitations, appropriate training as needed. The progress of new supervisors and managers will be monitored during the probationary period with formal progress reports and evaluations being conducted at three month intervals. Satisfactory completion of the probationary period is a prerequisite to continuation in the position. If, in the immediate supervisor's opinion, after a reasonable trial period, an evaluation of the employee's performance reveals supervisory or managerial deficiencies which make him or her unsuited for continued employment in the position, the employee is to be returned or reassigned to a non-supervisory or non-managerial position within the FLETC organization.

d. The decision to return an employee to a non-supervisory or non-managerial position will be initiated by the employee's immediate supervisor with concurrence by the next highest official in the organizational structure. An action to return an employee to a non-supervisory or non-managerial position may be taken at anytime during the probationary period and can only be taken for reasons related to the employee's effectiveness as a manager or supervisor. An individual who is to be returned to a non-supervisory or non-managerial position will be notified of the basis for the Center's action. An employee who is removed from a supervisory or managerial position is entitled to be reassigned to a position at the Center of no lower grade and pay than the one the employee left to accept the supervisory or managerial position. The return of an employee for reasons related to supervisory or managerial performance is not considered an adverse action and is not appealable.

e. The return of an employee to a non-supervisory or non-managerial position under this directive will not be grounds in and of itself for denying the employee consideration for subsequent assignment to such a position. Position requirements along with individual abilities vary substantially. An employee who may not be suited to a particular position might be able to satisfactorily perform in another supervisory or managerial job. Each employee is entitled to be considered accordingly.

8. RESPONSIBILITY. Supervisors who evaluate newly appointed managers and/or supervisors will establish performance standards which will, to the maximum extent feasible, permit the accurate evaluation of job performance on the basis of objective criteria related to the job in question. At the beginning of each appointment, the supervisor must communicate orally and in writing to the employee the performance standards and specific job-related objectives. An employee's performance will be regularly monitored and appraised through both informal and/or written day-to-day communications, as well as structured periodic reviews.

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9. OFFICE OF PRIMARY RESPONSIBILITY. Personnel Division, Office of
Resource Management.

A.F. Brandstatter
Director